

HDS Q&A

- Question:** People typically have at least 2 HDS scores considered derailers and each can impact different performance areas (R. Hogan, J. Hogan, & Warrenfeltz, 2007). However, Hogan users often ask us: Does the number of derailers a person has, regardless of what they are, negatively impact job performance?
- Method:** To answer this question, we examined relationships between the number of derailers people have and performance. Using archival data, we created two new variables indicating the number of HDS scores a person has that are in the moderate risk range (70 or higher) and high risk range (90 or higher). Next, we looked at correlations between these variables and overall performance, as well as specific performance criteria organized under the Hogan Competency Model (HCM).
- Result:** We found that number of derailers had small but significant relationships with job performance ($r = -.09$ for 70 or higher, $r = -.06$ for 90 or higher). Although number of derailers was more predictive of interpersonal skills (e.g., $r = -.16$ for number of moderate risk derailers with Building Relationships and Active Listening) than other performance areas, we failed to find significant correlations with 75% of the specific performance areas we examined. Finally, the number of derailers associated with Moving Away scales (i.e., Excitable, Skeptical, Cautious, Reserved, and Leisurely) showed the strongest impact on overall performance ($r = -.11$), while the number of Moving Toward derailers ($r = -.02$) and Moving Against derailers ($r = -.01$) showed no relation to overall performance.
- Conclusion:** The number of derailers a person has had almost no impact on most specific performance areas and only a small impact on overall job performance. Where it did matter most was with Moving Away and with outcomes most closely tied to working with others. But even in these areas, our results show that the most predictive and useful means for interpreting HDS results is by considering individual scales, along with a person's overall pattern of results, rather than simply adding up the number of scales that fall into either the moderate or high risk ranges.